

**Biodiversity Conservation & Economic Growth
(BCEG) Project**

**Destination Management
Business Concept for the
Central Balkan Ecotourism Association –
Kalofer**

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Abbreviations

ARD	Associates in Rural Development, Inc.
BCEG	Biodiversity Conservation and Economic Growth Project
ETA	Ecotourism Association
GEF	Global Environment Facility (note the acronym “GEF” is also used generically in Bulgaria for the USAID/GEF Biodiversity project)
MOEW	Ministry of Environment and Waters
MOU	Memorandum of Understanding
NNPS	National Nature Protection Service (of MOEW)
PMU	Project Management Unit
USAID	United States Agency for International Development

Preface

The Biodiversity Conservation and Economic Growth (BCEG) Project is funded by the United States Agency for International Development, (USAID), as part of its strategic support to the Republic of Bulgaria. The Project is sponsored by USAID in conjunction with the Government of Bulgaria – the Ministry of Environment and Waters (MOEW). The Project is governed by a Memorandum of Understanding (MOU) between the two governments, and its implementation covers the period: May 2000 – March 2003.

This Project is a logical evolution of earlier USAID assistance to biodiversity conservation in the country. It follows some 10 years of assessment, technical assistance and financing of Bulgaria's biodiversity conservation strategic development, new protected areas legislation, and new national park institutions. The Project is designed to capitalize on the achievements of the Bulgaria Global Environmental Facility (GEF) Biodiversity Project (implemented during the period June 1995-April 2000), and builds on lessons learned.

The BCEG Project addresses six specific contract themes known as tasks or “contract result packages”. The BCEG Project includes the finalization and implementation of two national park management plans, the development of a new management plan for Rila Monastery Nature Park. It assists in the development of financial mechanisms and strategies to ensure the solvency of national parks. The Project pilots economic growth activities with select target groups around two Bulgarian national parks. And it continues to build on the principles of strong public information and awareness as stepping stones for informed public engagement and promotion of biodiversity conservation and protected area management activities.

This Project is issued as a Task Order (Contract Number LAG-I-00-99-00013-00) under the USAID Global Biodiversity and Forestry Indefinite Quantities Contract (IQC); and is implemented on behalf of USAID by Associates in Rural Development, (ARD) Inc., of Burlington, Vermont, USA.

The Project is implemented through a Project Management Unit (PMU) based in Sofia, and includes a Team Leader, three Bulgarian technical specialists, and support staff. Project activities are coordinated through two mechanisms –

- a) Project Coordination Group – serves as a steering committee for Project planning and monitors implementation. This consists of the National Nature Protection Service of the MOEW, and national park directors, the PMU and USAID;
- b) Project Counterpart Team – PMU staff working with MOEW/NNPS counterparts.

The Project is largely implemented through the Directorates for Rila and Central Balkan National Parks. Additional technical assistance is provided by Bulgarian and international consultants, and is based on specific terms of reference.

1.0 Executive Summary

A pilot project for the development of ecotourism was implemented in the Kalofer area by the Directorate of the Central Balkan National Park over the past eighteen months. As a result, the Central Balkan Ecotourism Initiative Group-Kalofer was established in 2002. Its aims are to bring local business, civil society and local government interests together to develop an operational model for establishing Kalofer as an ecotourism destination, based upon its proximity to the Central Balkan National Park and within the framework of the Park's management plan

The pilot project is part of the development of ecotourism models around protected areas. These models presuppose:

- a locally-based ecotourism association
- an inventory of available ecotourism resources of the area
- a market survey,
- development and marketing of new ecotourism products
- a strategic plan for ecotourism development
- a business plan for the association
- monitoring of indicators of success and impact

The Central Balkan Eco-tourism Initiative Group - Kalofer has been successful in promoting the town of Kalofer as an ecotourism destination. The objectives of this non-governmental organization as expressed in its registration are: to develop sustainable ecotourism, to create employment for the local population in activities related to ecotourism and conservation of nature, and to coordinate local interests and actions towards ecotourism.

This consultant worked with members of the Association to develop an effective business strategy, and to develop associated products and services. In addition he helped to determine the most appropriate means of functioning as a destination operator to promote ecotourism in the Kalofer area. The methods used to accomplish these tasks included confidential, one-on-one interviews with members of the Association, workshops, and group discussions involving all members of the Association.

The results of these exercises included:

- an assessment of local resources and their potential for ecotourism
- recommendations for developing a tourism product of the Association
- development of basic principles for a business code of ethics for the Association
- identification of options for selecting a destination operator and/or destination operation; and
- adoption of a business concept that includes the basic principles of destination management

The Central Balkan Ecotourism Association-Kalofer has committed to the following:

- Identification of principal/unique attractions that would motivate potential customers to visit the destination, i.e. assets that have the highest chance for commercial success
- Definition of a set of identifying “symbols” common to the members of the Central Balkan Ecotourism Association-Kalofer that reflect the specific attractions and/or values of this section of the Park
- Definition of specific standards that must be met by ecotourism entrepreneurs to help customers clearly distinguish ecotourism product and services from those of other types of tourism providers and the meet the expectations of potential consumers of ecotourism services.
- Use of specially designed pictograms for branding products and services and enabling quick visual recognition of their ecotourism-specific qualities
- The basic principles of a business code of ethics for the Ecotourism Association

An analysis of results from data collected among Ecotourism Association members substantiates the following:

- The sole proprietor – a person operating as a private B&B owner, craftsman, or mountain guide – is likely to remain the dominant form of economic activity in a mid-term timeframe (until 2005).
- Equity investments in building facilities and equipment are made with personal savings and local labor. Commercial loans are, and will be, an exception. Equity investments are expected to increase most rapidly in extra services such as guided tours and trips, hotels and hotel management, while investments in restaurants will develop more slowly.
- At present the Kalofer area realizes about 750 tourists annually. The average length of a stay is two overnights, which results in low turnover. The turnover in stays could be increased in two ways:
 - **extensive** – by attracting new members to the Association, thereby increasing market share, and who share the philosophy of eco-tourism; or,
 - **intensive** – by changing from a passive to a more active marketing effort that includes advanced booking, sales of tourist packages through tourist agencies and tour operators in the country and abroad, and direct booking and sales through the Internet.

The Association has identified eco-products and services that provide incentives for a potential customer to choose Kalofer over other destinations. These include special tours and outings, museums, monasteries, craft workshops and other forms contact with the National Park. (*motivational components*). In addition, the Association has organized the most *basic components of tourism services*: clean and affordable accommodation, and restaurants with dependable food services. Lastly, they have organized *complementary components*: local outlets for crafts, gifts, souvenirs, and organic products. Association members also agreed to a set of the principles for price formation and a common pricing policy.

A business concept for destination management by the Association was prepared. It proposes an optimal structure and form of operations for Kalofer as an ecotourism destination. Functions of the Association that would promote sustainable development, economic self-sufficiency, and re-investment are:

- Sales of tours and tourism service packages (indirect and by components only)
- Operate a principal tourist information and booking center
- Provide business services and function similar to a business incubator;
- Plan and organize workshops and training courses in environmental protection and ecotourism; and
- Trade in eco-products, souvenirs, local arts and crafts items and specialized literature.

In 2002, the Municipality of Kalofer provided a building in the center of the town to the National Park Directorate. The Directorate and the Association signed an agreement providing for the shared use of this space for a period of 10 years. This new space serves as a visitors and information center, park office, and exhibition/meeting area for joint activities. The new space affords the Association an important precondition for establishing themselves as a destination management service.

Opportunities for the Association to function as a local ecotourism services provider/company were discussed. Options ranged from contracting with an existing tour company, to the Association acquiring a tour operator's license. An option that may be explored in the future is to contract with a reliable tourist company holding a tour operator's license willing to open a branch office in Kalofer. This branch office would specialize in destination management for all local and regional activities. The Association could bring to this business venture office space, equipment, and dedicated personnel.

The Ecotourism Association of Kalofer has taken important steps towards becoming an ecotourism destination manager for the community and its surrounding. It's also taken a prominent role in the development of park-focused ecotourism activities and services. These include the first cooperative agreement with the Central Balkan National Park. In addition, the Association is planning to:

- adopt a code of ethics governing relations among Association members;
- recruit new Association members;
- complete and adopt specific ecotourism packages, programs and pricing mechanisms;
- finalize the 2003-2005 ecotourism events calendar and advertise it;
- post packages and programs, and the calendar on the Internet;
- solicit proposals for contracts with Bulgarian and overseas travel agents;
- develop special offers for workshop and meeting services and distribute among potential clients
- prepare for the first regional ecotourism exchange and fair planned for May 2003 in Kalofer

Tourist activity in Kalofer has reached the minimal level of turnover needed for sustainable management of this ecotourist destination. The Central Balkan Ecotourism Association-Kalofer is in a position to begin successfully implementing the main functions of an ecotourism services provider promoting Kalofer as an eco-destination. The Association should look for financial assistance to open and operate an Information and Booking Center. They will also want to consider establishing services related to a Kalofer business incubator, an outlet shop for souvenirs and eco-products, and a center for eco-seminars and training. The Association should begin to promote its members' products/services on the Internet to attract

business from both within the country and abroad. The Ecotourism Association is well positioned to perform the basic functions of an ecotourism destination operator.

2.0 Introduction

In spring 2001, the Central Balkan Ecotourism Initiative Group–Kalofer was established. The Group is a partnership between the Central Balkan National Park and the local community. It formed to promote ecotourism, a type of tourism that combines the resource management interests of the Park with the economic development interests of the local community. Local tourist service providers, representatives of local authorities, citizens, and Park staff were members of the Initiative Group. This effort for achieving a sustainable partnership in ecotourism development in Kalofer is supported by the Biodiversity Conservation and Economic Growth Project, funded by USAID and implemented by ARD.

The Central Balkan Ecotourism Initiative Group-Kalofer has been successful in promoting Kalofer as an ecotourism destination. Members participated in a study tour to the United States and in a number of training workshops, including one on business development. The training experience and lessons learned from the study tour helped the Initiative Group to see the value of establishing a more formal partnership to implement their ideas for economic development and nature conservation in the region. In June 2002, the Ecotourism Association Central Balkan-Kalofer was established. The objectives of this non-governmental organization are: to develop sustainable ecotourism, to create employment for the local population in activities related to ecotourism and conservation of nature, and to coordinate local interests and actions towards ecotourism.

The Association needed assistance in developing their ecotourism concept for Kalofer and the surrounding area. This included understanding what the Association and its members can do within current national regulations governing tourism and tourism-related activities. From June-December 2002, the consultant worked with the Central Balkan Ecotourism Association-Kalofer on the development of the **Destination Management Business Concept for Kalofer**.

3.0 Background

3.1 Assessment of the Current Status of Organization and Resources for Ecotourism Development

The year and a half long effort of the Central Balkan Ecotourism Initiative Group-Kalofer achieved the following results:

1. The principal eco-resources/attractions of the Central Balkan National Park were identified. A solid foundation was laid for building the necessary general infrastructure and for marking and placing signage in the Park section centered in Kalofer.
2. A good working relationship was established between the Initiative Group and the Park administration and staff, particularly the Park office in Kalofer.
3. At the core of the Central Balkan Ecotourism Initiative Group-Kalofer were local entrepreneurs involved in relatively successful tourist businesses, who are knowledgeable and skilled in general tourism issues, capable of teamwork, and well-placed and connected within the local community. A methodology to measure the tourism impact on the local community was developed and is in the early stages of implementation. A sound foundation has been laid for strategic planning, the development of business plans and for internet-use.
4. There were efforts to introduce advance-booking sales, alongside the traditional passive tourist services offered *in situ* (accommodation, food services, transportation and additional services: tours, trips, and picnics). Advanced bookings were explored with tour operators and through direct marketing to customers. Tourist packages evaluated included itineraries for adults and children, conventions and workshops. A promotional brochure was developed to publicize information on Kalofer's ecotourism product *in situ* or via specialized tourism forums. A market study was conducted to estimate domestic market demand.

Further actions that are needed include:

1. Developing unique/emblematic destination locations that would motivate a tourist to choose the Kalofer region
2. Developing common and specific ecotourism infrastructure and signage with an emphasis on these unique attractions, particularly outside the Park, at the outlet points of Kalofer, and the main roads
3. Developing:
 - a. contracts with the adjoining section of Central Balkan National Park for cooperation in the field of ecotourism
 - b. a code of ethics for the Central Balkan Ecotourism Association-Kalofer
 - c. a signage system, including relevant pictograms
 - d. specific requirements for the quantity and quality of ecotourism services

- e. pricing standards for sales on-location, booked through tourist agents, and package services
4. Establishing standards for qualifying as an ecotourism product
5. Developing a strategy for product development and promotion. Kalofer's ecotourism products should be differentiated from the traditional products of the Bulgarian Tourist Councils and school tourism. *The Central Balkan Ecotourism Association-Kalofer could use the Rila Ecotourism Association-Samokov model and contribute to their efforts in replicating this model in other regions – this type of approach would help in dealing with the future competition.*
6. Encouraging additional joint and individual efforts to:
 - promote ecotourism
 - improve facilities and services, with special attention to ecotourism specific elements
 - adopt new regulations on tourism
 - enhance qualification in pricing
 - prepare tourism package services
 - develop a negotiation policy and techniques for negotiation
 - use the Internet to offer and sell tourist packages
 - implement contemporary methods of payment with contractors and clients
7. Committing to consistent efforts at capacity and infrastructure development
8. Developing and implementing a plan, in compliance with national regulations, that outlines the functions, goals and objectives of the two basic means for eco-product promotion in the tourist market: local service providers and destination management companies
9. Utilizing generally accepted principles and techniques for interaction with potential clients, tourist agencies and tour operators in the country and abroad.

Conclusion: Kalofer has the minimally needed organizational and resource level for active management as an ecotourism destination center.

3.2 Goal and Consultation Methods

1. The main goal of the Central Balkan Ecotourism Association-Kalofer is to ensure the sustainable development of a Central Balkan ecotourism destination with its center in the town of Kalofer. This is to be done within the framework of, and closely following national regulations. The Ecotourism Association members will develop the most effective business strategy, the most appropriate form as a destination operator, and outline its product/services after studying present and future options.

2. This work included confidential conversations with individual Association members and the used of questionnaires. Training seminars and discussions were also used to prepare the business concept and recommendations.

The following *issues of concern* were identified from the confidential conversations with Association members and from the questionnaires:

- Organization, registration, licensing and categorization of each individual site and owners' intentions for development
- Realized and planned turnover of individual entrepreneurs
- Opportunities for prioritizing services
- Assessment of services and the degree of ecological quality implied and options for development of services
- Present state and prospects for the development of water supply and sewage systems, electricity and heating supplies and systems, and communications systems
- Quality of the environment around the sites, including accessibility, communications, attractions, and cleanliness
- Existing environmental and manmade components that associate or link sites and services
- Comparative analysis of advantages and disadvantages of competition and identification of opportunities for clearly outlining product/services of the Ecotourism Association from those of the competition.

The materials from the training seminars and discussions are appended to this report. The authentic non-amended version, as prepared by those taking minutes, is presented in **Appendix 2**.

3. Expected results of the consultation process
 - Assessment of resources and potential for development
 - Recommendations for Association tourist product/branding
 - Basic Business Ethics Code for the Ecotourism Association
 - Options for operator/operation of destination
 - Business concept with the main issues of destination management

4.0 Initial Measures for Improving and Identifying Ecotourism Product and Services

4.1 Identification of Principal/Unique Attractions

Principal/unique attractions should be identified that would motivate potential customers to visit the destination:

- Botev Peak, at the heart of the Balkan Range in southeastern Europe
- Waterfall Raiskoto Praskalo (the Paradise Spray-jet), playing on the juxtaposition between Heaven and Hell (Djendema)
- Three monasteries set amid breathtaking scenery
- Water-mill-felting-mill-water trough still in operation

The commercialization of ecotourism in the Kalofer area should concentrate within the town proper as a gateway to this section of the Central Balkan National Park, and as a major cultural, historical, and traditional arts and crafts center.

4.2 Definition of Symbols Common for all Members of Association

A set of identifying symbols should be defined, common to the members of the Central Balkan Ecotourism Association-Kalofer, that reflect the specific attractions and/or values of this section of the Park. These symbols would form the core of a future promotional campaign and provide a potential customer interested in the main attractions of a destination with a set of basic facts about the region.

- flower: Balkan cowslip
- tree: beech
- animal: brown bear
- bird: royal eagle
- fish: Balkan trout
- peak: Botev
- river: Byala Reka (the White River)
- waterfall: Raiskoto Praskalo/the Paradise Spray-jet
- song: *When My Mamma Had Me...*
- colors: basic: green and light brown; additional: blue and yellow

4.3 Definition of Specific Requirements for all Ecotourism Entrepreneurs

Specific requirements should be defined that must be met by ecotourism entrepreneurs. These standards or requirements would help customers clearly distinguish the ecotourism product and services from those of other types of tourism providers. These would also assist both the provider and the customer in evaluating the quality of the eco-product. These would include:

- Use of environmentally sound materials and components in the construction, re-construction, renovation, furnishing and decoration of tourist facilities in keeping with local styles and traditions to the maximum extent possible
- Operate with no damage to, or pollution of, the environment, using ecologically sound materials and organic products when possible. Systematic care should be taken to improve the cleanliness the facility and the surrounding area. There should be an emphasis on characteristically local dishes, including vegetarian
- Staff trained to have a positive attitude towards nature conservation and local traditions. All the hospitality staff should be able to provide information about local attractions and observation points, as well as specific landmarks and peculiarities of the respective Park section
- Part of the profit and all proceeds from fundraising activities and donations to the Central Balkan Ecotourism Association-Kalofer shall be allocated to environmental rehabilitation and conservation, the protection of the lifestyle and traditions of the local community;
- Developing an eco-training center

4.4 Formulation and Use of Specific Ecotourism Language

Specific names/descriptions of basic and additional services for the Kalofer eco-destinations should be formulated that would serve to further distinguish the product from other tourism products and preserve the linguistic traditions of the Bulgarian language.

- trip: eco-trip
- tour: eco-tour
- mountain guide: eco-guide
- shelter/accommodation: eco-lodge
- eating place: eco-tavern
- transport: eco-carrier

4.5 Elaboration and Use of Pictograms for Products/Services

Pictograms should be developed and used for products and services to assist potential customers in visually identifying specific aspects and qualities of ecotourism services (**Appendix 3**).

4.6 Development and Approval of a Code of Ethics for the Ecotourism Association

The Code would govern:

- Members' attitudes towards environmental protection, especially natural resource protection in Central Balkan National Park
- Interactions with Park administration and local authorities
- Members' attitudes towards the signage system and standards of the Association
- Relationships among the Association members, including pricing, price policy, commissions and discounts
- Interactions within the larger business community, such as other tourist sites, tour operators, and tourist agents
- Interrelations with clients

4.7 Common Requirements to be Met in Developing Ecotourism Products:

- Certificate or other relevant document issued by Central Balkan National Park
- Certificate from the Management Board of the Association
- Price List certified by Central Balkan Ecotourism Association – Kalofer
- Menu requirements that include: specialties of the Association and specialties of the kitchen, local certified herb teas, and other eco-product dishes
- Furnishing and decoration – the traditional type for the regions and use of live flowers in pots
- Use of approved symbols and pictograms

Conclusion:

The foundation has been laid for the identification of products and services as eco-products and eco-services. The adoption of, and compliance with, the above mentioned specific rules would gradually lead to improving the quality of sites and services while ensuring easy recognition of these as ecotourism products and services by the domestic and international markets. Ultimately, compliance with these rules would facilitate the establishment of Kalofer's products and services in the ecotourism market niche while providing a sound basis for the adoption of specific national ecotourism standards.

5.0 Assessment of Current Economic Indicators Prepared by Central Balkan Ecotourism Association-Kalofer Members – an Analysis for Future Development and Recommendations for Optimizing Sales

The predominant business operations of Association members in Kalofer are hotels, restaurants, retail trade, and organizing tours and day trips. These activities are based mostly on the commercial use of private property, i.e. buildings and facilities are owned by private individuals, and the commercial activity – the operation of facilities for commercial purposes – is organized on behalf and at the expense of the same persons, in their capacity as sole proprietors registered pursuant to the Trade Act. Sole proprietor is the dominant form of commercial business in Kalofer and includes B&B owners, craftsmen, and mountain guides. All accommodation and food services are rated and duly licensed for commercial operation. None of the business entities are registered pursuant to the Value Added Tax Act since their annual turnover does not exceed 75,000 leva. The predominant form of tax registration is the patent tax.

An analysis of data from a poll conducted among Ecotourism Association members substantiates the following:

1. The sole proprietor – a person operating as a private B&B owner, craftsman, or mountain guide – is likely to remain the dominant form of economic activity in a mid-term timeframe (until 2005).
2. Equity investments in building facilities and equipment are made with personal savings and labor. Taking loans will be an exception. At present only one Association member has declared his intention to do so to establish an Internet club. Equity investments are expected to increase most rapidly in extra services such as tours, trips, and hotel management, while investments in restaurants will develop more slowly.
3. At present the Kalofer area realizes about 750 tourists annually. The average length of a stay is two overnights, which results in low turnover. The turnover in stays could be increased in two ways:
 - a) extensively – by attracting new members to the Association who share the philosophy of ecotourism. By the end of 2003 a minimal turnover of 50 rooms in private lodgings and family hotels could be reached, and by the end of 2005, optimally about 100 rooms, or
 - b) intensively – by changing the way product/services are offered from a passive to an active marketing system– i.e. advance booking, sales of tourist packages through tourist agencies and tour operators in the country and abroad, and direct booking and sales through the Internet. This could increase the average stay to 3-4 overnights (a 33% occupation rate) in accommodation facilities by the end of 2003. The preliminary estimates show that if just these projections are met by the end of 2003, the Kalofer ecotourism destination site would be a sustainable operation and sole proprietors could pay off their initial investment.

6.0 Basis for Management of the Ecotourism Destination in the Town of Kalofer

Tours and trips, museums, monasteries, workshops and other forms of immediate contact with the National Park and other special resources of the Kalofer region are the *motivational components* for an ecotourism destination. They will motivate potential clients to choose this region over another destination. There are also the *basic components* of an ecotourism destination that include eco-guides, shelter places, and dining services. Then there are the *extra components* which include souvenirs, local art crafts, and ecoproducts, such as herbal teas and honey.

- *motivational components* - have unique character and their price is established by demand as the competitive factor is not active here. These have the greatest potential for economic effectiveness
- *basic components* – are subject to strong pressure from competition and their prices should match the levels and rules established for ecotourism development
- *extra components*– have unique character and have the potential for high economic effectiveness

The efforts of Central Balkan Ecotourism Association-Kalofer should be targeted at developing the *motivational* and *extra components* of their ecotourism services and products, and on agreeing to common rules and a common pricing policy with regard to the *basic components*.

6.1 Prioritization of Ecotourism Components

Attractions – trails

The Group has agreed that guided trips should be offered. Several trails would be open on specific dates during the weak season and during the strong season there will be different trails available on Saturdays and Sundays.

Monasteries - one-day trip

The Blue Trail – moderate difficulty

Royal tour – one- day trip

The White Trail – easy trail

Road to Heaven in the Paradise of Waterfalls –two-day trail

The Red Trail – difficult

Descriptions of the trips and specific costs associated with each are detailed in **Appendix 4**.

6.2 Principles for Pricing and a Basis for a Common Price Policy Agreed to by the Ecotourism Association Members (details on the pricing structure can be seen in Appendix 2)

? . Sales of Accommodation Services

There was discussion and agreement in the work meeting with members of the Central Balkan Ecotourism Association-Kalofer on a price structure for accommodation services. In general, the Association members recommend the following pricing policies:

- Price for a guest who has no reservation is set at the maximum
- Prices for tour operators are to be set with a 10 to 15% commission provided that any higher negotiated rates are to be equally distributed as per clause of the contract
- Standards prices for different types of rooms, with special rates for groups and tourists who book rooms in advance
- Prices for Bulgarians and foreigners will be the same
- Advance payment of one night would be required (by post mail receipt, credit card, or bank transfer)
- Price reductions for children from 12 to 18 year old, young people, students, teachers and university professors
- Price reductions for club members and friends of Ecotourism Associations Kalofer and Samokov
- There are prices for peak and normal seasons, as well as promotional prices

Sample prices for accommodation

Strong season

Price BG leva/room	Paid by the tourist	Received by the hotel accommodation provider	Per person	
Price at the reception hall	20	20	15	15
Price – client – direct reservation	18	18	12	12
Price – reservation by tourist agent	18	16	12	10
Price for members	18	18	12	12
Price for groups	14	12	8	6
Prices for students, teachers, professors	12	10	6	4

January 1-January 15: good season

April 1-September 15: good season

January 16-March 31: weak season

September 16-November 30: weak season

B. Sales of dining services

The Association recommended reductions in meal prices for children, groups, and club members.

C. Pricing of outdoor services and tours/trails for eco-destination Kalofer

The Association agreed to standard pricing for guided tours of trails in the Park and within the town of Kalofer. The pricing structure includes costs for guides, transportation, food, insurance, rain gear, and commissions to tour operators.

7.0 Destination Management Business Concept

7.1 Marketing Challenges for Sustainable Development of the Ecotourism Destination

The need for a destination management concept to attain a sustainable development of ecotourism destinations in Kalofer is determined by the availability of ecotourism products/services potentially marketable in Bulgaria and/or overseas. Individual attempts to market them through the traditional travel agencies' or tour operators' services highlights the conflict with the interests of Central Balkan Ecotourism Association-Kalofer:

- a) travel agencies are not sufficiently interested in marketing the product/service due to the low popularity and public awareness of ecotourism in Bulgaria, limited turnover, and minimal profit as compared with other products or services, and
- b) tour operators include individual services, a required minimum length of stay (typically 1 or 2 nights), and a developed itinerary in their packages. They include a mark-up on the initial price so they realize a minimal turnover rate with a high profit margin. This would be at the expense of Association members, since this management system does not have the potential to ensure steady growth or enable a fuller utilization of the Association's resources.

Kalofer, the Central Balkan National Park, and Association members are not able to legally develop and promote their most profitable activities because a tourist agent's license is required to market day trips or tours. Marketing package tourist services directly to the customer or via the network of travel agents in Bulgaria or overseas requires a tour operator's license.

7.2 Options for the Association to Manage Eco-Destinations in Kalofer

- contract with an existing tour operator for exclusive and general representation. This would not solve the problem because the Association would not have any effective leverage or control over the tour operator's activities.
- buy a share in a tour operator business to ensure long-term, contractually-based participation by the Association in the firm's management. This would be hard to accomplish, but it's a realistic option if a tour operator's license, at 5,000 leva, is too expensive.
- purchase of a tour operator's license by a member of the Association. To date, none of the members could afford one or has been interested in acquiring one.
- acquisition of a license by the Central Balkan Ecotourist Association-Kalofer.
- contract with a reliable tourist company with tour operator license and open a branch office in Kalofer that specializes in eco-destination management. The Association would provide furnished and equipped space and staff. This is an option that can be explored and

potentially negotiated after the adoption of the by-law acts to tax and other legal amendments regulating national economic activity are in place (possibly by February 2003).

The last two options appear to be the most feasible for the Association to consider.

The Central Balkan Ecotourism Association-Kalofer is quite capable of performing the essential functions of a *local services operator and a destination management company/ies*. These functions are consistent with the Association's existing internal regulations, with relevant Bulgarian laws, and within the present license regime.

7.3 Functions of the Association in the Economic Area

Economic activities for the Central Balkan Ecotourism Association-Kalofer that may provide opportunities for sustainable development, financial self-sufficiency, and resources for investment:

- Sale of tourist service packages
- Operate a principal tourist information and booking service
- Business services/operation as business incubator
- Planning and organizing workshops and training on environmental conservation and ecotourism
- Trade in eco-products, souvenirs, traditional arts and crafts artifacts and specialized literature

The Association's long-term use of a good building in the center of Kalofer is a favorable prerequisite for quickly developing profitable commercial activities. The Association will equip the building and promote the Information Center. In addition, the Association will use this space to establish a very efficient center for eco-training and a specialized center for conducting thematic training seminars, conferences and symposiums.

7.4 Potential for Association to Operate as a Local Services Operator and Destination Management Company

The Association has the legal right to sell tourist services offered by its members in the Bulgarian and international tourist market. The Association can do any of the following activities:

- A member has the right to make a contribution to the Association for the development of an Association-operated information and booking system. The size of this contribution may be agreed upon in advance, and the funds can legally be taken from a portion of the fee obtained from the member in providing his/her services directly to a customer.
- The Association can provide information on the cost of a tourist package provided by its members, providing the specific components, their price and the provider of each service are specifically stated. It must be clear that payment of services is made directly to each of the providers. The Association has the right, as authorized by its members, to promote their services but it does not have the right to receive any remuneration from clients for

these services (remuneration may be received only by the service provider, i.e. member of the Association, under the form of contribution for activities and in compliance with the regulations of the Association).

- Hotel managers/owners of private lodgings can, in addition to providing sleeping and dining accommodations, organize additional attractions including tours, excursions, picnics provided they do not use other tourist companies to provide these outside activities. The guide must be a family member, an employee or under commercial or civil contract to the hotel manager/private lodging owners.

Considering these conditions, the Association should offer its members booking and sales services in the country and abroad. The Association service should include enough information on its' members businesses to allow the client, on his/her own, to prepare the desired tourist package and pay the individual service providers directly. This business activity is quite competitive and seems to be particularly popular among Internet users.

7.5 Principal Steps for Achieving the Goals of the Ecotourism Association as an Ecotourism Destination Manager for Kalofer

In addition to obtaining a tour operator's license, the following steps should be taken:

- sign cooperative agreements with the Central Balkan National Park
- adopt a code of ethics governing relations among Association members
- recruit new Association members
- complete and adopt specific ecotourism packages/programs and pricing mechanisms
- finalize the 2003-2005 ecotourism calendar
- post proposals and the calendar on the Internet
- solicit proposals for contracts with Bulgarian and overseas travel agents
- develop special offers for convention services and distribute among potential clients
- prepare for the first Ecotourism Conference in October 2003 in Kalofer

Conclusion

Tourist activity in Kalofer has reached the minimal level of turnover needed for sustainable management of this ecotourist destination. The Central Balkan Ecotourism Association-Kalofer is in a position to begin successfully implementing the main functions of a tourist operator promoting Kalofer as an eco-destination. The Association should look for funding opportunities for the equipment needed to operate the Information and Booking Center, the business incubator, the shop for souvenirs and eco-products, and the center for eco-seminars and training. The Association should begin to promote its members' products/services on the Internet to attract business from both within the country and abroad.

APPENDICES

Appendix 1

Action Plan for Destination Management of the Ecotourism Association, Kalofer

DESTINATION MANAGEMENT ACTION PLAN**Kalofer Ecotourism Association**

?	MAIN DIRECTIONS	ACTIVITIES	TERM	EXPECTED RESULTS
?	Development of relations with National Park Central Balkan	1. Signing of a long-term contract and plan for cooperation for the period 2003-2005.	02. 2003	- Regulating issues of product certification, utilization of ecoproducts, information activities, etc.
		2. Joint plan (2003-2005) for development of infrastructure and signage in the park and gateways to it.	03.2003	- Improving conditions for utilization of park resources for the purpose of ecotourism.
B.	Organizational development of ecotourism association.	1. Legal, tax and statistical registration; opening of bank accounts.	10.2002	- Opportunities for legalizing activities of the ecotourism association (ETA) <i>/fulfilled/</i>
		2. The general Assembly of ETA elaborates and approves main regulations for ETA operation – ethic code, signs and symbols, general requirements to the types and quality of ecotourism services, pricing rules, payment, discounts and commissions	01.2003	- Regulating of professional and economic interrelations between members of the ecotourism association, future member of ETA and tour operators and tourist agencies, and competitors, etc.
		3. Approval of quotations and programs of the Association (by providers and components), trade and contracting policies for 2003.	02.2003	Increase of volume of sales in 2003.
		4. Adoption of a program for attracting new members	12.2002	- Expanding the capacity and diversity of services
		5. Selection of destination management forms, different from the functions carried out by ETA in this relation.	02.2003	- Expanding channels for realization

?	MAIN DIRECTIONS	ACTIVITIES	TERM	EXPECTED RESULTS
C.	Development of material and financial back-up of ETA.	1. Further equipping and furnishing of the building submitted to ETA to serve as Information and Booking Center, center for workshops and eco-training and shop for realization of eco-products, souvenirs and art craft products; ensuring Internet access.	12.2002 – 06.2003	- Increasing volume of sales at spot and ensuring self-funding of ETA.
		2. Preparation of plan-program for applying through projects for funding by donor programs	02.2003	- Increasing the capacity and diversity of services offered
		3. Creating conditions for scout and eco-training in the region of Byala reka.	06.2003	- Expanding supply and occupying a free market niche
D.	Increase of qualification of ETA members.	1. Training seminar for highlighting amendments in current regulations concerning tourist activities.	01.2003	- ETA operation and members activities in compliance with current regulations.
		2. Training seminar in contracting policies and payment systems with tour operators, tourist agencies and clients.	01.2003	- Improving the effectiveness of contracting and sales
		3. Training seminar for work with Internet for realization of eco-tourist services.	03.2003	- Increasing the volume of sales
E.	Measures for active offering of eco-products of ETA and its members.	1. Preparation and publishing of advertising and informational Internet site of the Association.	04.2003	- Increasing realization.
		2. Participation in the National Tourist Exchange - Sofia	02.2003	- Expanding the circle of contractors
		3. Organizing and hosting the First Scientific and Practical Conference in Ecotourism in Kalofer	10.2003	- Expanding the circle of partners in the area of ecotourism and increasing realization

Appendix 2

**Materials from the Training Seminars and Discussions Held by Central
Balkan Ecotourism Association – Kalofer**

Work Meeting
Central Balkan Ecotourism Association-Kalofer (ETA)

1. Getting acquainted with the tasks
2. Planning of consultations

Objective of the consultations

Description of the situation

Defining the level of services and level of readiness of the product

Consulting on the business strategy of ETA

Expected results following the consultations

- ◆ Recommendations for business concept of ETA
- ◆ Recommendations for ETA tourist product
- ◆ Recommendations for standards of services
- ◆ Assessment of resources and potential for development

Plan for consultations

- ◆ Monday – 12.08.2002 – Layout tasks and schedule consultations
- ◆ Tuesday – 13.08.2002 – Individual meetings
- ◆ Wednesday – 14.08.2002 – General meeting – 4 p.m. - Level of services, assessment of quality, trade mark
- ◆ Friday – 16.08.2002 – General meeting – 4 p.m. – Prices, commissions, quotations, sales
- ◆ Saturday – 17.08.2002 – General meeting – 4 p.m. –ETA Action Plan

Individual meetings - questions

- ◆ Level of existing supply
- ◆ Assessment of services from the point of view of ecological component
- ◆ Environment surrounding the sites
- ◆ Water supply, electric power supply etc. infrastructure
- ◆ Structure of the sites
- ◆ Competitors

Plan for individual visits

Monday evening – Villy Naidenova

Tuesday:

9³⁰ – 10³⁰ – Donna Ivanova
10³⁰ – 11³⁰ – Restaurant Kamelia
11³⁰ – 12³⁰ – Lilyana Paralingova
12³⁰ – 14⁰⁰ – Lunch
14⁰⁰ – 15⁰⁰ – Donka Kodjeykova
15⁰⁰ – 16⁰⁰ – Lilyana Johnjorova
16⁰⁰ – 17⁰⁰ – Dobrian Tzutzova
17⁰⁰ – 18⁰⁰ – Toshka Kanarova
18⁰⁰ – 19⁰⁰ – Christina Ganova

Coordination of consultations

Monday, Tuesday - Nelly

Wednesday–Sunday - Mitko

14.08.2002

Tasks:

1. Internal regulations – in printed and electronic form
2. List of founders, coordinators, addresses

At the moment the existing accommodation facilities are diverse. The category is one star with one common WC / bathroom. The level of hygiene is good and premises are well kept. The capacity is a maximum of 80 persons. Most of the accommodation facilities are private lodgings except for three individual traders (registered as one-person legal entities).

There is no a lawyer in the ETA. One half of ETA are accommodation providers and the other half are mountain guides. In 2001 about 500 persons were accommodated and the average stay was 2 overnights, or total of 1000 overnights. The capacity was 40 rooms. Expectations were that this would increase. In 2002 750 persons were accommodated for 2 overnights at average, equal to 1500 overnights. There are opportunities to double the overnights each year. In the long term the trend is to have 100 rooms or 200-300 beds. Price per bed is 5 to 1-10 BG levs. Out of 360 days of the year – 120 days. By 2005 the goal is to have 40-50% occupied rooms, 120 days of the year, 40%. This will work. 1500 overnights 10-15000 BG levs turnover. Quite insignificant turnover.

More profit generated from accommodation facilities.

State of facilities:

- private lodgings
 - everybody is interested in developing his/her accommodation facilities
 - some environmental issues
 - general weaknesses
1. The rooms are not left solely for tourists and some are used by family members
 2. Accommodation facilities are diverse with some exceptions

Recommendations for change in accommodation facilities:

- Unification of WC-s and bathrooms
- Furnish and decorate rooms with traditional furniture, picture, and live flowers.
- The grounds of the hotels/private lodgings should have an authentic overall appearance and the look of an eco-site. On the whole the town is much cleaner now. But there are still places like Botev monument and the river that are rather neglected.

Members of the ETA do not have available tourist transport facilities. It would be good for the ETA to access to transportation. Future quotations should include all possible transport means to and out of town.

Dining places:

There are two places to go: coffee day bar and restaurant Kamelia. Room service at the lodgings is included in accommodation price. Domestic kitchen. In restaurant Kamelia the service and food are good. If one place is not meeting the expectations, it will reflect negatively on all the rest. No one is interested in taking credit. Development is based on the development of private property.

Common elements: own specific standards, symbol ecotourism signage. Helps to differentiate from the competitors. If we work in partnership with Samokov, there would be possibilities for working jointly in and out the country.

Symbol signage

- flower – Balkan primrose (cowslip); Picking of flowers will be allowed for the purpose of selling or as present /souvenir)
- tree – beech; several century old beech trees will be included in the trail; selling of resins
- animal – brown bear
- bird – royal eagle
- local folklore song – ‘Koga me mama rodila’
- fish – Balkan trout
- peak – Botev
- river – Byala reka (White river)
- waterfall – Raisko praskalo (Paradise sprinkler)
- colors – the color of wood in autumn
- specific names signifying basic activity – eco-guest house and eco-kitchen
- Mountain guide – eco-guide – acquainted with the philosophy of ecotourism

Certificate of the Park and the ETA

Code of professional ethics

- Attitude to ETA symbol signage
- Relationships among ETA members
- Relation to environment
- Relationship with clients

Pricing

Price at the reception is higher for unorganized tourists. When sold through tour agents, it is 20% lower than price at the reception. The price of tour agents is 10% less than price at the reception. Tour operators say to providers “ Make me a turnover of 2000 BG leva and we will give you back one lev for each overnight, and for 5000 BG leva we will give you back 2 leva for each overnight”. In my opinion there should be a Bulgarian price per bed, and a foreigners’ price per room. Price per room means two beds with a third portable bed if needed. Types of room – single room, double room, apartment – two beds, apartment four beds.

Prices for unorganized tourists

When a double room is used by one person – 75%, a third person is free of charge, a fourth person is plus 25%. Special prices: group price – group six persons and more, six overnights for one person and three overnights for two persons.

Prices for organized tourists

Prices – organized group – 40% lower than price at reception. There should be a payment in advance amounting to the price of one night for the group. Reduction – 10 – 15% for 12 – 18 year-olds. One may get a membership card for payment that is in force for Kalofer and Samokov. The membership card would include an E- mail address, telephone, and fax. Two levels of prices - in-season and out-of-season. In the calendar the seasons are clearly stated.

Dining

Children portion – 50%

Group – 10% reduction

Club members – 10% reduction

Attractions

Several places will be marked as unique and become part of the signage symbol of the ETA. One of the attractions could be located at a distance, while another one may be closer to the site.

The eco-symbol of Bulgaria is to be developed.

The package includes: permanent costs and general costs.

Price: 6 – 9 person, 4 – 5 persons and 2 – 3 persons. Personal guide should be offered.

Sales:

- passive way – the client finds out about the service by himself
- booking and informational bureau – the information center is with us
- tour operator

A super tour/trial has to be developed. There is the resort charge. A collective company with Samokov for payment of the license: insurance is a must. We have to contact a local insurance agent/s. Hotel providers contract with insurance agent for the current year and have a bonus when there are no accidents.

The brochures should have different colors depending on the sections and pages.

Sample pricing – Lily Johnjorova

Active season

Price BG levs/room	Paid by the tourist	Received by the hotel accommodation provider	Per person	
Price at the reception hall	20	20	15	15
Price – client – direct reservation	18	18	12	12
Price – reservation by tourist agent	18	16	12	10
Price for members	18	18	12	12
Price for groups	14	12	8	6
Prices for students, teachers, professors	12	10	6	4

01.12. – 15.01. – in season

16.01 – 31.03. – out of season;

01.04. – 15.09. – in season;

16.09. – 30.11. – out of season;

Fourth person in a double room – plus 25% of the price of the room. Prices out of season are two levs less per room. ETA is positive that prices for Bulgarians and foreigners should be the same. This issue is to be raised before the mayor of the town regarding competitors, who have different prices for that, since we have signed international convention for uniform prices.

In relation to home pets – each hotel has to specify whether pets are allowed or not.

Dining

Normal prices – dining:

Breakfast – 2 BG leva

Lunch and dinner – 4 BG leva each

Breakfast + dinner – 5 BG leva

Breakfast + lunch + dinner – 8 BG leva

Spirit drinks and extra drinks are paid additionally.

We can introduce the rule: when one business directs clients to other, the commission for that is 10%. This is for organized groups that follow preliminary programs.

In Internet offers are not to be cited prices for agents.

Transport

ETA has to have a contract with transport dealers. Information in the form of brochures would be provided on the buses going through Kalofer.

Payment terms

Terms of payment are to be reminded at the end of the month. Bank cash point should be provided. Reservations could be made with a deposit. Tour operators use bank transfers. Checks are not of use for now. Payment with a credit card could be considered. Opening an account in United Bulgarian Bank. For Bulgarian – post mail receipt for reservations. When the amount through a tour agent is considerable, advance payment is due. Advance payment is not to be returned.

Attractions - trails

Price of 20 BG leva per guide a day is considered normal. A couple of unique things will do. “This is the heart of South east Europe”; “The quickest access to the heart of Balkan Mountains”; “Here the situation is stable because of the Balkans”; “Paradise waterfall and Inferno Reserve (Raisko Praskalo and Djendema). “Come and see them side by side” – this type of messages seem to attract people. Dante’s “Inferno” may be cited.

Components of the trail – since this is an eco- tour, tourists are reminded to protect nature; specific moments along the trail to be taken shots of- specific trees, names in Bulgarian and English, history, the tree are to be protected by bars; rocks, wild goats that are threatened species.

Approach for sale of trails. Several trails are developed and offered during the weak season, specific dates are stated. During the active season – each weekend different trails. Dry food is not included in the price. The number of people has to match transport facilities and the number of horses. Price increased by 20%-10% for the provider and 10% in case of reservation. Standardization of the following groups in all tours:

Two – three persons

Four – five persons

Six – nine persons

Each trail is announced to be in force from a certain date to certain date. The National Park or the ETA is to introduce additional course – certificate. Calendar of tours would be prepared. Each week end day there would be just one trail. The tours are to be organized in a way so no additional booking would be needed (by third party). These trails are to be advertised at the Bulgarian seaside. Eco-camp, eco-plays – training children in eco-habits are possibilities. The horse trail will be provided if ordered five days in advance and is not to be included in the calendar.

17.08.2002

Tourists should be given a key. Also let's collect objects and things typical for Kalofer. Use detergents that are environmental friendly. The invoices say – accommodation plus extra services (ironing, washing, dining, etc.)

Examples for estimating the tours

We are competitors to the Bulgarian Tourist Union, not friends. It would be good to develop a rehabilitation program for disabled people. The necessary apparatus and equipment would be provided by some fund, we hope. It would be appreciated.

Mineva track – Monastery tour

Blue tour – medium difficulty – to be on the map – the monasteries have been built on the most beautiful places. Often there are mineral springs around. Description of the trail by hours:

- Beginning – we explain to tourists what is on. Introducing the guide. Preparation, purchase of dry packages (normal and vegetarians);
- Starting on foot to female monastery. Distance in km. Time;
- Female monastery;
- Trip to the only operating watermill and fuller-mill in Bulgaria. Once there, time for rest and treaties;
- Mounted on carts up to the turn for Little Monastery;
- Climbing up to the Little Monastery;
- To Byala reka, trees with names, rocks with names, rest. Centuries old beech and oak woods;
- Lunch;
- Male monastery;
- Back to Kalofer

Guide – 20 BG leva

Cart and water-mill – 3 BG leva per person

Transport – 6 BG leva

6 – 9 persons – 10 BG leva

4 – 5 persons – 12 BG leva

2 – 3 persons – 19 BG leva

This price includes 2% discount in case of advance booking and 2 BG leva for agent.

Royal tour

The Bulgarian king Boris the Third ordered a road to be made through these picturesque places to Raya (Paradise) area and the reserve, and the National park. It is one-day trail to Kamenlivetza. It is described by hours, as the Monastery trail and is at the same prices. Along the way one passes rocks, trees, goats, cows, etc. Through Botev peak to Panitzite. The trail is marked by white color – not very difficult trail. In the garden before the informational center there may be made a model of the park section with flags and trails.

The Road to Heaven – in the paradise of waterfalls

A trail marked in red for difficulty. ETA has to buy a dozen of sleeping bags and half a dozen of tents for spending the night in the open at Raya area (Paradise). Thus we will not depend on booking at the hut and it is much more attractive.

Guide – 2 x 20 BG levs
Rent of tents and sleeping bags – 3 BG levs per person
Transport – 2 x 6 BG levs
Dinner – 5 BG levs per person

6 – 9 persons – 21 BG levs per person
4 – 5 persons – 25 BG levs per person
2 – 3 persons – 39 BG levs per person

Lunch is taken care of tourists themselves. This price includes one festivity dinner. Sacks are provided for rent.

Action plan

Transport – look for ways to purchase high-mobile transport means for ETA. Argument – I need to have some means of transport available for emergencies in the mountain, fire, injured people, and to be of help to the Mountain Save Service.

The members of the ETA have 45-50 beds available – the plan is to reach 200 beds. More than that is supposed to decrease accommodation prices and have unfavorable effect on nature. Prices are to be stated in BG levs, Euro and dollars.

1. ETA legal registration.
2. Legalizing the documents for the building as information center. Renovation of the building.
3. Equipping the building:
 - conference hall and movies show;
 - information and eco-shop;
 - transport means
4. Equipping with the necessary accessories for the tours – tents, sleeping bags, etc.
5. Developing of tours upon inquiry in advance.
6. Preparation of information panels – at ETA members' sites, at the entry and exit points of Kalofer, center.
7. Eco-standards to be approved and accepted.
8. New members acceptance.
9. Center for eco-training and survival in the mountain – at river Byala reka.
10. Central informational and booking center providing training courses, lectures, eco-education.
11. Development of pedestrian tracks/alleys, safety measures, signage.
12. Transparent box for donations for environment protection.
13. Annual scientific and practical conference – at the beginning of November, second Friday and Saturday of the month.
14. Training seminars for popularizing the Regulations of Tourism Law to members of ETA.

15. Contacts with tour agents and tour operators.

The existing practice is that product/service providers propose their contracts, but the big tour operators impose their contracts on the market.

16. Assistance for equipping an Internet access to the Information Center

17. Bank cash point in the Information Center,

18. Training seminars for eco-guides (certificates).

19. Developing standards for eco-guides.

Appendix 3

**Pictograms
for the Visual Identification
of Ecotourism Services**

PICTOGRAMS

To be hand made

The shield to be placed on – the hut, lodging houses, restaurants, etc.

Color – green



These pictograms were designed by Boris Borisov and approved for use by the Rila Ecotourism Association-Samokov and the Central Balkan Ecotourism Association-Kalofer

Appendix 4

Descriptions of Trails and Specific Costs Associated with Them

Monasteries - one-day tour**The Blue Tour/Trail – Moderate Difficulty.**

The trail starts from the Information Center in the center of Kalofer and take tourists to the church St. Atanas, where one can see the unique marble iconostasis brought by ox-carts to Kalofer in 1842 from Istanbul. The tourist would continue on foot to the Virgins Monastery and along the way pass by an old Roman bath. In the monastery the tourist will hear the story of the last burning of Kalofer and will see the wonder-working icon of St Virgin Mary. On the way to the area Panitzite the tourist will be able to see the only operating fuller-mill in Bulgaria, more than a century old.

The trail will go along the river Tundja, cross the area Panitzite, where a marvelous view opens up to the highest peak in the Balkan Mountains– Botev. In the area Pazardjishky polyany (Pazardjic meadows) the trail crosses the Royal road leading to Rai hut (Paradise hut). The trail goes through century-old beech woods where nature has created miraculous shapes. The so- called Small Monastery has perched on the top of the white rocks. There is a legend that will be told by the guide while tourists enjoy the magnificent scenery. The trail then becomes a steep path to Manastirsky bent and Siniya vir (the Blue Pool). This tour ends with a visit to the Kalofer Male Monastery where tourists will get on a bus to the town of Kalofer.

Components for price calculation

Guide – 20 BG leva
Transport – 12 BG leva
Information Center – 2 BG leva
Tourist agent – 2 BG leva

Sale price per tourist

6 – 9 persons – 6 BG leva
4 – 5 persons – 9 BG leva
2 – 3 persons – 19 BG leva

Extra services:

1. Dry food tourist package – 3.50 BG leva
2. Insurance – 2.00 Bg leva
3. Mackintosh– 1.00 BG lev

One-day royal tour/trail**Marked by white color – light trail.**

The starting point for this trail is the Information Center in the center of Kalofer. A bus will take tourists to the area Panitzite. While climbing the trail up to the Pazardjishky polyany (Pazardjic meadows) one passes through a magnificent beech wood flooded with the tunes of the forest birds.

The trail goes along the Royal Road built by the Bulgarian Tzar Boris the Third (third decade of last century), and crosses through meadows spotted with wild flowers. There is a beautiful view ahead looking towards the areas Chafadaritza, Malkiya and Golemiya Kupen (Little and

Big Heap), Botev peak, Mara-gidik peak and the Raiskoto praskalo (Paradise waterfall). A fascinating view opens up to the heart of Djandema Reserve (Inferno) from the outlook point in the area Kamenlivitza.

In the summer season tourists can visit one of the high mountain dairies and taste delicious Bulgarian white sheep cheese. Cheese will be available for sale as well. On the way back, while going down the steep trail, tourists will be told the legend of the area Panitzite. There will be a break at the banks of Tundja River, and then bus will take people back to Kalofer.

Components for price calculation

Guide – 20 BG leva

Transport – 12 BG leva

Information Center – 2 BG leva

Tourist agent – 2 BG leva

Sale price per tourist

6 – 9 persons – 6 BG leva

4 – 5 persons – 9 BG leva

2 – 3 persons – 19 BG leva

Extra services:

1. Dry food tourist package – 3.50 BG leva

2. Insurance – 2.00 Bg leva

3. Mackintosh– 1.00 BG lev

Road to Heaven – in the Paradise of Waterfalls –two-day trail

Marked by red color trail – not an easy one.

(the details are still being developed)

This tour will include a night in the open air while camping in the so- called Paradise area. It will be more attractive than staying in a hut.

Guide – 2 ? 20 BG leva

Rent of tents and sleeping bags – 3 BG leva per person

Transport – 2 ? 6 BG leva

Dinner – 5 BG leva per person

6 – 9 persons – 21 BG leva per person

4 – 5 persons – 25 BG leva per person

2 – 3 persons – 39 BG leva per person